

Harris County Juvenile Probation Department

2003 Annual Report

The Golden Year

Building the Future - Our Programs

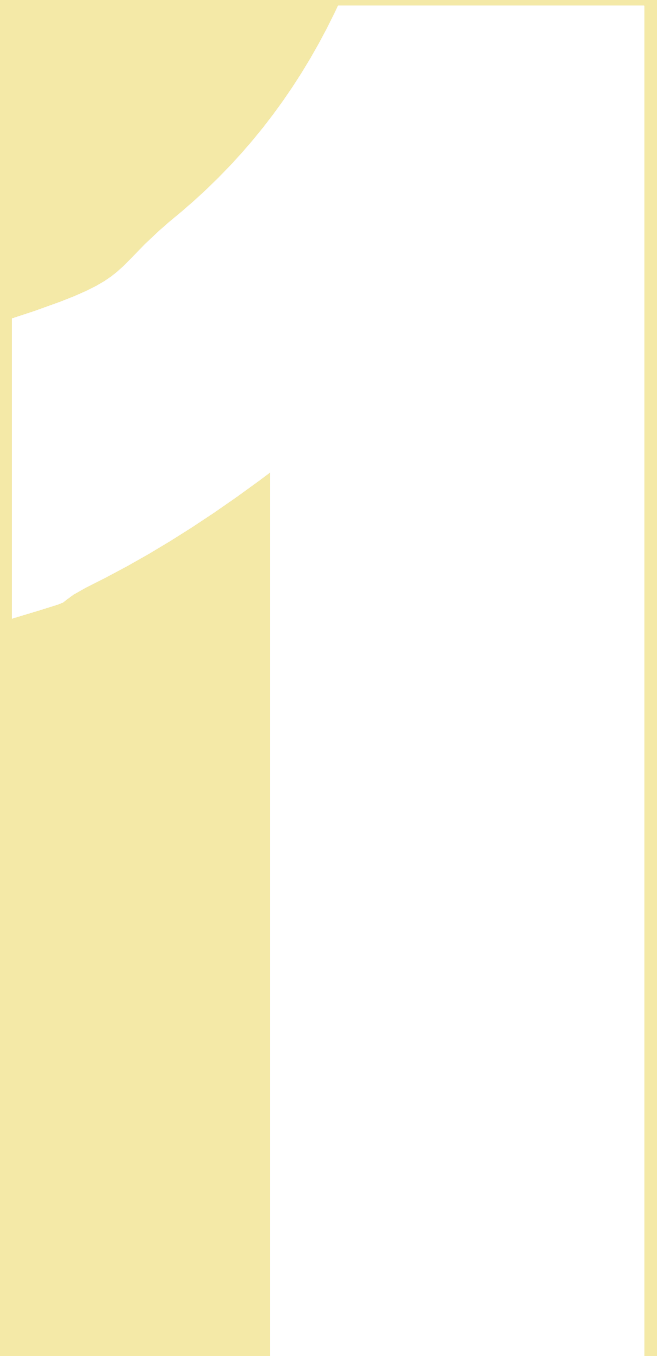


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Mission Statement

The Harris County Juvenile Probation Department is committed to the protection of the public and provision of services to youth referred for violations of the law. As mandated in the Texas Juvenile Justice Code, the department provides services including treatment, training, rehabilitation and incarceration while emphasizing responsibility and accountability of both parent and child for the child's conduct and offering the most opportunities for those youth who demonstrate the greatest potential for positive change.



To the Citizens of Harris County

The release of the Harris County Juvenile Probation Department's Annual Report is always an exciting time. The department does so many great things for the youth they serve and their families. It is important that their story be shared.

Additionally, I am pleased to announce a major change that has taken place. Harvey Hetzel, a 28-year employee of the Juvenile Probation Department, has been appointed as Executive Director. Harvey worked in the Institutional Division of the department before becoming an attorney and then served as Deputy Director of both Human Resources and Administrative Services. He has been involved in department decisions for many years and is well equipped to step in and assume the challenges of a department that plays a key role in our community.

Harvey replaces Elmer Bailey who has retired after 32 years of tireless service to youth and families. Elmer wrote in the department newsletter that it was his goal to implement a number of improvements for clients and staff before he retired. That's exactly what he did. We thank Elmer for his years of service and wish him well. We are also confident that Harvey will continue the strong leadership to which we are accustomed.

Though there are changes within the Juvenile Probation Department, some things will stay the same. The programs that have been developed to address the changing problems in our community will also continue. With the supervision of an outstanding staff of veteran juvenile probation officers, youth are directed into specific programs that fit their needs. Some clients may need supervision and perhaps counseling with their families, while others have extremely complex problems that require intense attention. Experts are available to handle every situation that may have contributed to young men and women losing their focus, whether it is drugs, alcohol, gang activity, truancy, mental health issues, domestic violence or any other unfortunate circumstance. We are committed to helping these youth and their families.

We believe the resources of Harris County are well spent re-directing our young people who need our help. Under Executive Director Harvey Hetzel's leadership, we are confident that the tried and true programs and the new ones that may be developed will continue to bring success.

Robert Eckels

County Judge



From the Executive Director

Being appointed as the Executive Director of the Harris County Juvenile Probation Department is both a tremendous honor and a humbling challenge. Over the years, I have seen the department adapt to the increased needs of juveniles referred to our agency. They are besieged with new types of problems, and the needs are many and complex. The challenge will be to meet these needs during times when resources may be taxed. Our philosophy has always been that with good people and resources, any youth can be helped. We have been fortunate to find the people and equally fortunate to have the ongoing support of the Harris County Commissioners Court.

At the core of our daily work are the programs that have been created to instruct, to direct and to inspire youth to make better decisions. Many clients have been denied the positive role models and family values that many of us enjoy and take for granted. In some cases, encouragement to complete an educational program or seek a career gives a probationer incentive to look ahead. The watchful eye of a juvenile probation officer checking school attendance and after school activities is vital to re-directing a young man or woman.

This review of the department's programs is the first in a series on the overall operation of the Harris County Juvenile Probation Department. In subsequent years, we will showcase the buildings that house our youth and staff and take a closer look at the people who are vital to the success of our programs and the troubled youth who enter our doors.

As in the past, we encourage input from readers of the annual report and welcome questions and comments.

Harvey Hetzel

Executive Director

The Golden Year of Opportunity

When trauma patients are brought to an emergency room, they have the best chance for help during the first 60 minutes or what some doctors call the “golden hour.” Similarly, we might say that a juvenile offender has a "golden year" to benefit from the work of the Harris County Juvenile Probation Department.

Although some probationary periods can be longer, most are set for a period of one year, and generally, youth remain in their homes. In situations where the district judge determines young offenders should be removed from their homes, the staff at the Burnett-Bayland Reception Center completes thorough assessments of the individual, the family, school records, health and other vital facts. The decisions that are made about the programs and services to be provided are critical to the success of every youth.

All programs are available to all probationers, but some, such as family counseling, mentoring and alcohol abuse classes, are mainstays that have been successful for years. With the growth of gangs, the increase of crimes by females and an epidemic of drug use and sexual abuse, new programs have been added. When funding is needed, it comes from county, state, federal or private sources. Other agencies are quick to collaborate bringing their skills and resources to help young offenders.

For instance, all probationers are enrolled in the educational program and, in addition, referrals are made to other programs such as anger management counseling and special treatment for drug or alcohol abuse. Experts in the field of mental health are available. Basic training in decision-making and peer pressure is provided. Hours of community service may be assigned while life skills training and job placement gives new direction to many. In less than a year, one juvenile probationer may receive the benefits of multiple programs made available by a myriad of skilled staff.

Our report clearly shows that just as young offenders are unique individuals with different attributes, so are the programs that are carefully developed to help them recover during their “golden year” of opportunity.



Jesse's Path

Psychological Testing

Legal Awareness Workshop (LAW)

BBRC Assessment

YouthBuild
(carpentry, electrical, automotive, plumbing)

GED Preparation

Community Service Restitution

Anger Management

Therapeutic Counseling

Institutional Aftercare

ROPES
(Reality Orientation through Physical Experiences)

Project 17 for Career Preparation

Tattoo Removal

Youthful Offenders Program (HoustonWorks)

Special Youth Services

Crossroads (Mentors)

AAMA House Transitional Living

Early Termination

Available Programs for Youth The Golden Year

TRIAD Prevention
(screening, assessment, crisis intervention,
counseling, emergency shelter)

STAR

(Services for At-Risk Youth)

Saturday Truancy Learning Camp

Psychological Testing

Legal Awareness Workshop (LAW)

Deferred Prosecution

Enhanced Supervision by the Pre-Adjudication Team

Intensive Supervision

BBRC Assessment

Self-Esteem Workshops

In Home Services

Mariposa

Baby, Think It Over

Parents Who Care

Juvenile Alternative Education Program

Community Service Restitution

Monetary Restitution

Peer Pressure Workshops

Gang Supervision

Mothers Against Drunk Driving

Anger Management

Shoplifting Program

Project Spotlight

Safe Schools/Healthy Students

Residential Substance Abuse Treatment

Prohibited Weapons Workshops

GED preparation

The Turning Point (drug abuse)

Sex Offender Program

AIDS Education

TDCJ Outreach

Delta Boot Camp

DART (Discipline, Accountability, Redirection and Transition)

Therapeutic Counseling

Vision Care

Dental Services

Relapse Prevention Supervision

WINGS Educational Specialists

Community Garden and Horticulture

Institutional Aftercare

ROPES (Reality Orientation through Physical Experiences)

Drug Free Youth

YouthBuild (carpentry, electrical, automotive, plumbing)

Educational Workshops

Project 17 for Career Preparation

Tattoo Removal

Cannabis Dependent Program

Youthful Offenders Program (HoustonWorks)

AAMA House Transitional Living

Parent-Child Workshop

Special Youth Services

Crossroads (Mentors)

Boy Scouts

AAMA House Transitional Living

Print Shop and Photography training

Safe Schools/Healthy Students

Special Needs Diversionary Program

Residential Substance Abuse Treatment

Early Termination



Donna's Path

Psychological Testing

Legal Awareness Workshop (LAW)

Enhanced Supervision by the Pre-Adjudication Team

Intensive Supervision

Mariposa

Baby, Think It Over

Juvenile Alternative Education Program

Community Service Restitution

Monetary Restitution

Peer Pressure Workshops

Mothers Against Drunk Driving

TDCJ Outreach

Therapeutic Counseling

Crossroads (Mentors)

2003 Highlights

Executive Director Elmer Bailey retired after 32 years of service at the end of 2003 with a great message to staff that he had completed all the items on his list of goals. He credited his long time secretary Anna Lane with much of his success. She announced she would also retire in March.

Harvey Hetzel, a veteran of 28 years with the department, was appointed Executive Director by the Juvenile Board. Harvey has experience in the Institutional Division and has served both as Deputy Director of Human Resources and Administrative Services with responsibilities ranging from legal issues to development of computer technology and new facility plans.

A Renovation Kick-off Ceremony hosted by Judge Eckels was held August 26 marking the beginning of work on the Juvenile Justice Center at 1200 Congress. It is to be completed in 2005.

The Education Services Division with Deputy Director Margaret Rohde in charge was added in March. It was formerly the Harris County Community and Juvenile Justice Education Department made up of the Juvenile Justice Alternative Education Program (JJAEP) and Juvenile Justice Charter School (JJCS). The school was successfully audited by the Texas Education Agency.

Annual staff awards were presented at the General Staff meeting in October as follows: Boss of the Year, Donald Clemons; Juvenile Probation Officer, James Harris; Staff Services, Chenetra McKenzie and Institutional Officer McArthur Hill. The Seymour Cox award for was given to Jose Delaluz. This award is presented to an individual who has met and conquered adversity.

The Commissioners Court authorized the remodeling of Burnett-Bayland Home cottages and also construction at the Harris County Youth Village to protect its buildings from erosion.

Service awards were given to Ed Rumsey, 25 years, Naomi Veal, 25 years, Estella Silva, 20 years and Fannie Green, 20 years. Hal Grimes reached the 30 years mark in April.

Dr. Ron Niksich, Superintendent of the Harris County Youth Village for 22 years, retired to begin a life of leisurely travel in his new RV. He has been recognized nationally for his Stars and Stripes Program to motivate youth. Loretta Tigner, formerly Assistant Superintendent, is now serving as superintendent. Susan Diaz of CUPS 2 retired after 22 years service. Vicki Kurtz also retired from Human Resources after 32 years and Prince Leigh from Burnett-Bayland Home after 23 years.

Dennis Englade, 18 year employee, is now Courts Administrator of the Juvenile District Courts.

The Harris County Sheriff's Department has begun random canine searches of all institutions and offices to maintain a drug-free environment.

Associate Judge Beverly Malazzo started monetary restitution admonishment hearings in February resulting in collection of additional funds that had been court ordered.

The Outstanding Probation Professional Awards Committee held a successful Karaoke Night fundraiser in June. The first annual American Idol contest winner was Christina Quiroga also known as the "Queen of Soul".

The Juvenile Board Advisory Council welcomes several new members including Omowale Luthuli-Allen, who has pioneered many excellent Fifth Ward programs and serves on Commissioner El Franco Lee's staff; Jo Ann Burbridge-Jones, former Human Resources Deputy for HCJPD and now the Director of the Juvenile Crime Prevention Center at Prairie View A&M University; Dr. Philip Farley of MHMRA; Celestine Harris, Assistant Superintendent with the Harris County Department of Education and Reverend Rueben Max Torres, founder and director of CrossRoads Youth Ministry.

The Institution Safe and Secure Committee (ISAS), made up of managers and staff from all divisions of the department, has convened at the request of the administration. They were asked to review safety issues in all the institutions.

Congratulations to Larry Menson, Robert Robertson and Kathy Winkler for the restoration of the College Park Cemetery on West Dallas. Thanks to the work of many organizations and support from the county, this historic cemetery has been declared a historical site by the National Historical Society. A dedication ceremony was held in August attended by Martha Whiting, the granddaughter of Jack Yates, a legendary figure in Houston history.

Project Spotlight was funded for the year by the Project Safe Neighborhood Initiative through the U.S. Attorney's Office. The program received a Community Service Award from the Alief Youth Association.

Harris County Commissioners Court

The Harris County Commissioners Court is a five-member elected body responsible for the general administration of county business. As a county agency, the Juvenile Probation Department receives most of its annual budget from the Commissioners Court. In 2003, \$39,174,217 was allocated for staff salaries, direct client services, private placements, residential services and general operating expenses. The Commissioners Court also determines county personnel regulations and sets operational guidelines followed by the Department. Commissioners Court support enables the Juvenile Probation Department to provide services to thousands of troubled youth and their families in the community each year. The Commissioners are as follows:

Robert Eckels Harris County Judge	El Franco Lee Commissioner Precinct One	Sylvia Garcia Commissioner Precinct Two	Steve Radack Commissioner Precinct Three	Jerry Eversole Commissioner Precinct Four
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Harris County Juvenile Board

The Harris County Juvenile Board is the governing body of the Juvenile Probation Department. As mandated by state statute, the board monitors all of the department's programs, institutional services and residential placement facilities. The board also sets administrative policies and approves the department's annual budget prior to submission to the Court.

The members of the Juvenile Board are as follows:

Judge Robert Eckels County Judge Chairman	Judge Pat Shelton 313th District Court Program	Judge Brian Rains Judge George Godwin (effective 5-1-03) 174th District Court	Judge Kent Ellis 315th District Court Vice Chairman Program Budget and Finance Juvenile Probation Liaison Tri-Board and Personnel	Judge John Phillips 314th District Court Secretary Budget and Finance
Judge Georgia Dempster 308th District Court	Judge Bruce Oakley 234th District Court	Tony Pumbo Justice of the Peace Precinct 3, Place 2		
Molly Manness-Barnes (effective 8-1-03 to 11-1-03) Justice of the Peace Precinct 8, Place 1	JoAnn Delgado (effective 11-1-03) Justice of the Peace Precinct 2, Place 1			

Associate Judges

Robert Molder 313th District Court	Aneeta Jamal 314th District Court	Sherry Van Pelt 315th District Court	Beverly Malazzo Detention Center
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Juvenile Board Advisory Committee

The Advisory Committee brings together representatives of the medical, educational and legal community who have a clear understanding of the juvenile offender population. They make recommendations and provide consultation whenever called upon. The committee includes the following:

Beverly Malazzo Associate Judge Chairperson	Ann Campbell Omowale Luthuli-Allen Will Risser, M.D.	JoAnn Jones-Burbridge Philip Farley, M.D. Celestine Harris	Connie Clancy Elizabeth Godwin Robert Thomas	Helen Jackson Rebecca Reyna Rueben Torres
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Completed service: Dr. Shirley Rose, Terry Lee Elizondo

Administrative Staff

Executive Director, Chief Juvenile Probation Officer

Harvey Hetzel

Budget and Information Technology

Deputy Director

John Sukols

Assistant Deputy

Izer Billings

Assistant Budget Officer

Jerome Booker

Administrator of Technology and Systems Development

Pam Boveland

Administrator of Special Projects and Custodian of Records

Genevieve Walls

Administrator of Systems Operations

Robert Murray

Community Development

Deputy Director

Bernard Hunter

Administrator of Community Development

Kendall Mayfield

Education Services

Deputy Director

Margaret Rohde

Human Resources

Deputy Director

Roslyn Beaty

Administrator of Training

Keith Branch

Administrator of Personnel

Marilyn Broussard-Webb

Pre-Adjudication Institutions

Deputy Director

Bob Husbands

Assistant Deputy Director of MHMRA Services

Dr. Diana Quintana

Superintendent, West Dallas

David Hetzel

Superintendent, Westside

Joe Santana

Residential Facilities and Related Services Division

Deputy Director

William H. Thompson

Superintendent, Burnett-Bayland Reception Center

Terry Snow

Assistant Superintendent

Donald Clemons

Superintendent, Burnett-Bayland Home

John Kandeh

Superintendent, Delta Boot Camp

Larry Smith

Assistant Superintendent

Bert Carter

Superintendent, Harris County Youth Village

Loretta Tigner

Assistant Superintendent

Pedro Guzman

Administrator, Residential-Community Services

Debbie Williams

Probation Services

Deputy Director

M. Julia Ramirez

Assistant Deputy Director of Probation Services

Tom Brooks

Assistant Deputy Director of Probation Services

Luann McCoy

Administrator of Probation Services Operations

Alice Sweeney-Herd

Administrator, PAT/Deferred Prosecution

Asiano Davila

Administrators, 313th, 314th, 315th Court Units

Terri McGee, Ron Perren

Administrator, CUPS 0*

John Sloan

Administrator, CUPS 1

Diana Johnson

Administrator, CUPS 2

Tim Washington

Administrator, CUPS 3

Susan Bonich

Administrator, CUPS 4

Cheryl Conrad

Administrator, CUPS 5

James Redic

Administrator, CUPS 6

Andrea Rice

Administrator, CUPS 7

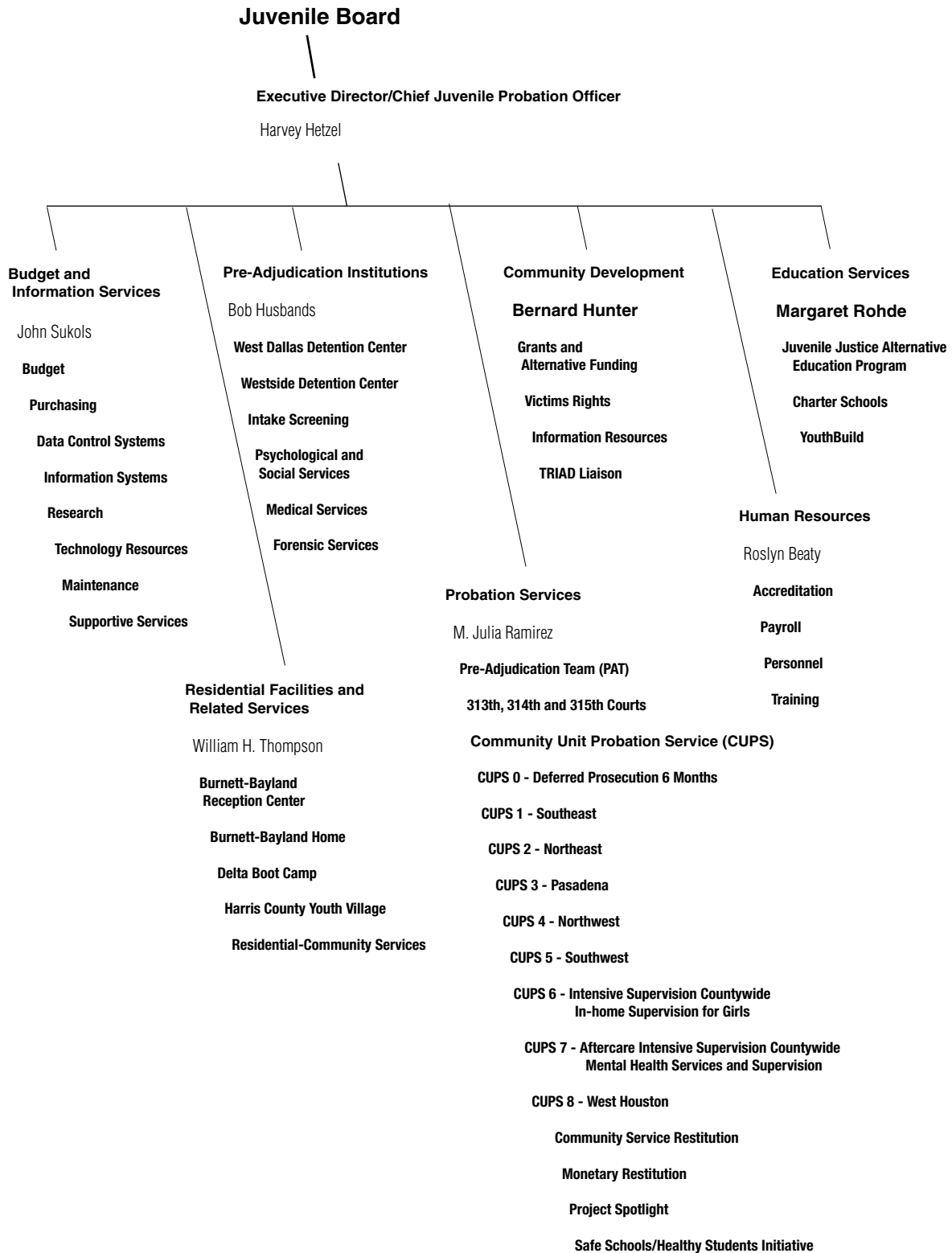
Henry Gonzales

Administrator, CUPS 8

Donald Camp

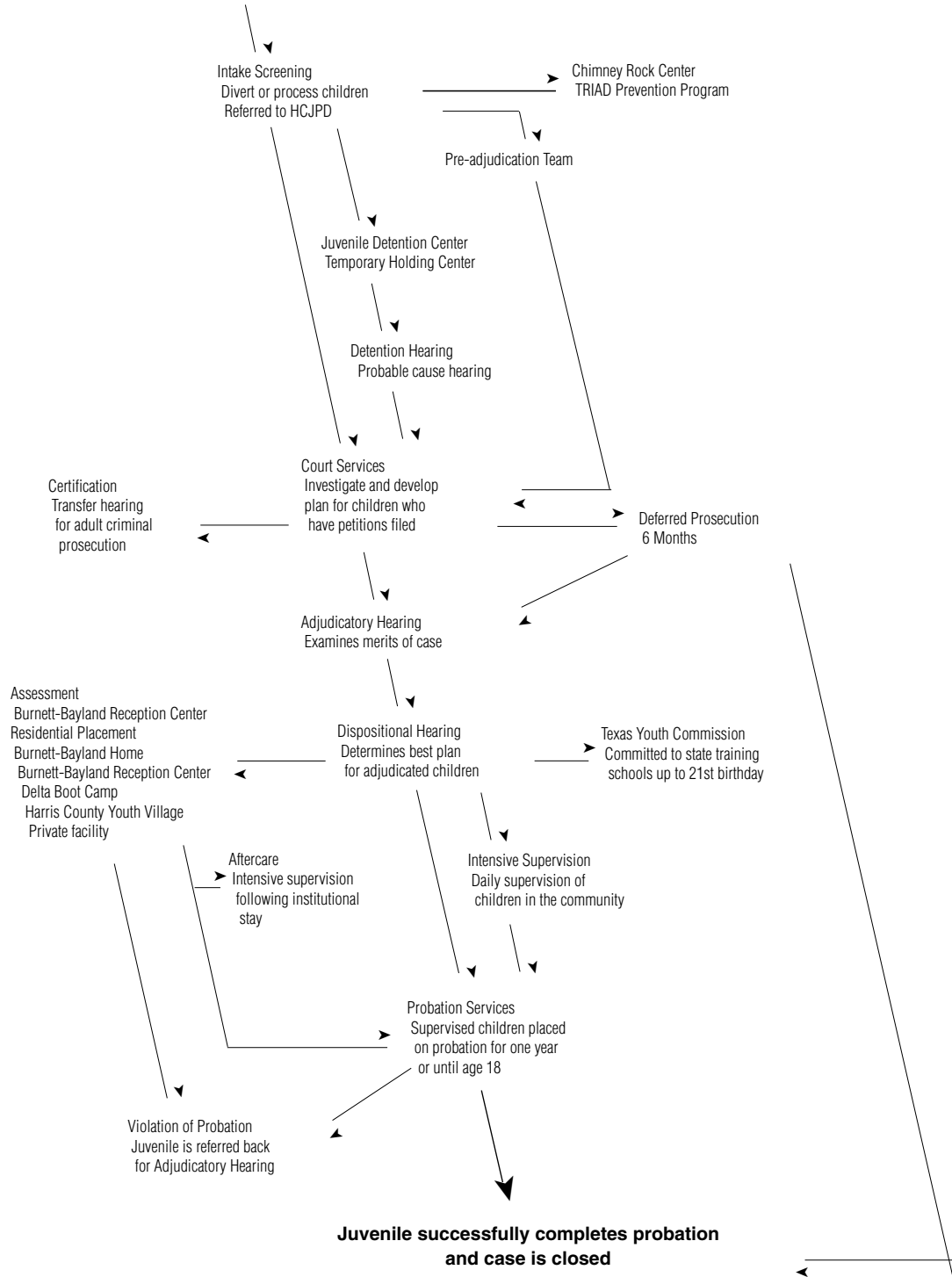
* Community Unit Probation Services (CUPS)

Organizational Chart



Case Flow Chart

Juvenile is referred to Harris County Juvenile Probation Department



“We have seen a lot of goals met and our son is, little by little, showing improvement... We know our son still has some stepping stones to climb, but without this team, he would have been lost in the system.”

Parents of Patrick, former participant of the TCOOMMI Program

Triad Prevention Program

The Chimney Rock Center (CRC) is a 24-hour intake center for youth, ages 10 to 16, who are picked up for status offenses such as runaway, truancy and curfew or Class C Misdemeanors (theft, assault, disorderly conduct or public intoxication). These offenses are classified as Progressive Sanction Level I cases. If a child repeatedly commits offenses, Progressive Sanction guidelines recommend increased penalties and supervision. At CRC, services for 2,827 juveniles including screening and assessment, crisis intervention, counseling, emergency shelter, referrals and follow-up were provided. The Harris County Juvenile Probation Department (HCJPD), Harris County Protective Services for Children and Adults (HCPS) and the Mental Health and Mental Retardation Authority (MHMRA) are partners in the **TRIAD Prevention Program** with the TRIAD executive director reporting to HCPS. Another 2,082 juveniles who committed Sanction Level I offenses were counseled by the probation staff. Many parents consult the TRIAD staff to find ways to prevent their child from breaking the law.

In addition to Intake services, the TRIAD Prevention Program operates the **Choices Program of Harris County**. This is a multi-agency program devoted to serving those youth that have just entered the juvenile justice system for

the first time, or are at risk of becoming involved. TRIAD also coordinates the **Services to At-Risk Youth Program (STAR)**, supervises case managers who serve as liaisons in Justice of the Peace courts and operates the **Saturday Truancy Learning Camp program**. TRIAD also staffs an intensive home-based case management program for youth with mental health issues.

Intake Screening

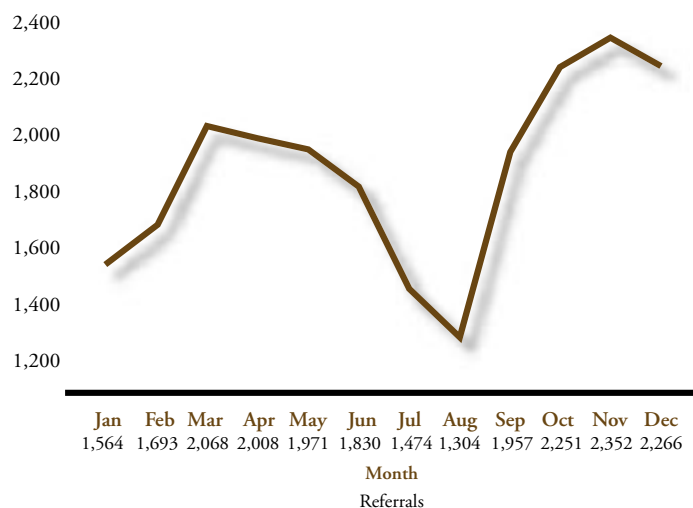
Harris County law enforcement officers may take a juvenile to one of two 24-hour intake units of the Juvenile Probation Department which are located at CRC and the Juvenile Detention Center. Intake Screening is responsible for assessing immediate circumstances and deciding

if the youth is to be detained or released. When a youth is thought to present a threat to self or to the community or is likely to run away and not return for a court appearance, the youth will be held in detention.

Intake Screening provides pre-adjudication supervision for those juveniles who are released at the Intake level pending court action. Weekly contact, curfew checks and school visits to monitor the youth's compliance are reported to the court. Programs such as **Parents Who Care, The Turning Point and the Legal Awareness (LAW) Program** are available to families. In addition, Intake Screening diverts about 10 per cent of the custody referrals to CRC.

Intake Screening also provides

Number of Referrals by Month, 2003





Delta Boot Camp graduation

services for youth with mental health concerns by telephone referrals to mental health professionals and referrals to the Harris County Neuro-Psychiatric Center in order to address detainees' immediate psychiatric needs.

PRE-ADJUDICATED INSTITUTIONS DIVISION

This division of the department consists of pre-adjudication (pre-court) facilities which are the Juvenile Detention Centers on West Dallas and the Westside Command Station.

Juvenile Detention Centers

The Juvenile Detention Center on West Dallas is a secure residential facility for juveniles requiring a restricted environment while awaiting court action. The Intake Screening staff is responsible for assessing immediate circumstances and deciding if a youth is to be detained or released. The Detention Center also houses youth awaiting transfer to the Burnett-Bayland Reception Center, private placement or the Texas Youth Commission (TYC).

The Juvenile Detention Center features private sleeping rooms, multi-purpose activity rooms, gymnasiums, outdoor recreation areas, visitation and counseling areas, facilities for **medical, dental, psychological and social services**, a separate intake section and a

courtroom. During their stay, juveniles undergo **physical and psychological assessments, short-term therapy and crisis intervention**. Recreation specialists provide daily physical education activities. Highly trained staff and volunteers work to promote feelings of self-worth, to establish trust and teach juveniles to relate to others through structured unit activities.

The Harris County Juvenile Justice Charter School provides a state-approved **educational program** focusing on remediation of basic academic skills and proficiency of subject matter tested by the Texas Assessment of Knowledge and Skills (TAKS). **Volunteers and other agencies provide additional services including health awareness, self-esteem workshops, tutoring and individual visitation**. A maximum of 48 juveniles can be held at the Westside Detention Center to avoid crowding at West Dallas. Detention hearings for youth at the Westside Detention Center may also be held by teleconference, avoiding unnecessary transporting. In 2003, 6,366 juveniles were admitted to the Juvenile Detention Centers.

Mental Health and Related Services

Under the direction of a licensed psychologist, the department assumed administration of the MHMRA Children's

Forensic Unit. This Unit is part of the county electronic network system allowing reports to be transmitted and filed electronically. The Psychological and Social Services Department completes evaluations electronically, facilitating the provision of services and treatment. Judges can order youth to participate in assessment/treatment of mental health services through MHMRA as part of their rules of probation. Psychological and psychiatric evaluations completed totaled 1,646. The Psychological and Social Services Department is recognized as a specialized unit, and all therapists have at least a master's degree in counseling or related services. An agreement was formalized with Prairie View A&M University creating a practicum/internship program in connection with the Forensic Unit.

The Harris County **Psychiatric Center Sub-Acute Unit** served a total of 185 youth in 2003.

PROBATION SERVICES DIVISION

The Probation Services Division is a combination of Court Services and Field Services which results in improved case management and continuity in the processing of cases.

Pre-Adjudication Team

The Pre-Adjudication Team (PAT) provides intensive supervision to juvenile

“He is polite and respectful to others and this includes his little 9 year old sister. The first time he was allowed to come home for a visit, I had to stop and look two or three times to make sure you had sent the right person home with me....I still have to do a double-take every once in a while to see if he is my grandson. I want to thank each of you that works at the Youth Village for the time and effort you have put into the change that I have seen in this young man.”

Grandmother of Wesley, former Harris County Youth Village resident

offenders who can be released from detention while awaiting their court date. This team ensures that the Juvenile Detention Center has beds available for serious offenders who must be detained. Experienced officers work dawn-to-dark hours every day to monitor juveniles who are pending court. During 2003, the team handled 303 cases with considerable savings in bed space and associated care in the Juvenile Detention Center.

Court Services

Once the District Attorney's office has filed a petition, the probation services staff prepares a comprehensive profile of a juvenile and the case. This detailed report may be used with other information to aid the judge in determining a suitable disposition by including details about the youth's physical and emotional status as well as school and family circumstances. If a juvenile is found to have engaged in delinquent conduct, he or she may be allowed to live at home under rules of probation, placed in a residential facility, county institution or committed to TYC.

Deferred Prosecution

The court offers **Deferred Prosecution**, a six month program, to juveniles who are younger, non-violent offenders. The program guides them through six months of specialized programs, intensive counseling and supervision aimed at avoiding

adjudication and diverting them from the juvenile justice system. **Parent-training workshops, AIDS education, anger management and peer pressure programs are designed to teach juveniles to act responsibly. Drug-dependent youth are referred for therapy and education. Youth accused of shoplifting are referred to a home study program designed for shoplifters.** Upon successful completion of their Deferred Prosecution contract, the case can be dismissed. In 2003, an average of 1,099 juveniles participated in the Deferred Prosecution program each month.

Probation Supervision

Most juveniles who go through the court system remain at home under probation supervision. The time period is usually one year, but the courts may lengthen probation time to age 18. Probation supervision and rehabilitative services for youth and their families are provided from nine offices known as CUPS (community unit probation services) which are located throughout Harris County. During 2003, an average of 4,756 juveniles was under supervision by the Probation Services Division each month.

When a juvenile has been declared delinquent, the court sets rules of probation. General rules include completing community service restitution hours, reporting a change of address, attending

school or holding a job, not leaving the county without the probation officer's permission, curfew hours, restrictions on motor vehicle use and submitting to drug testing upon request. In addition, monetary restitution may be required and the juvenile may be referred to counseling and educational programs.

The department and law enforcement agencies have continued collaborating on several programs for juvenile probationers. The **Absconders Locator** program finds youth who fail to appear in court or who have left a court-ordered placement facility without permission. The **Gang Supervision Caseload** program focuses on the sharing of information about gang members. In a collaborative effort with the Mayor's Anti-Gang Office and AAMA/Barrios Unidos, 172 youth were monitored in 2003.

Tattoo Removal is available through a partnership with the City of Houston and **Graffiti Abatement Projects** are done on a regular basis. One juvenile probation officer participates in the **Gang Free Schools** initiative that is federally funded.

Relapse Prevention Supervision is an aftercare plan for youth released from drug treatment. A juvenile probation officer trained and licensed as a chemical dependency counselor supervised 26 youth in 2003.

Project Spotlight operating in the

Referrals by School District and Ethnicity, 2003

School District	Ethnicity Afr.- Amer.	Hisp.	Cauc.	Other	Total
Aldine	497	418	154	26	1,095
Alief	520	354	126	41	1,041
Channelview	29	49	55	1	134
Clear Creek	25	22	204	12	263
Crosby	11	0	42	0	53
Cypress Fairbanks	189	313	450	22	974
Deer Park	3	55	88	0	146
Galena Park	116	298	122	2	538
Goose Creek	94	158	183	0	435
Houston	1,847	1,694	470	27	4,038
Huffman	7	3	37	0	47
Humble	61	47	171	3	282
Katy	61	94	187	5	347
Klein	150	103	255	16	524
La Porte	12	22	121	0	155
North Forest	295	70	7	0	372
Pasadena	90	535	321	14	960
Sheldon	18	30	40	0	88
Spring	190	93	150	4	437
Spring Branch	116	277	151	8	552
Tomball	28	25	74	0	127
Stafford	0	0	2	0	2
Waller	1	9	16	0	26
Pearland	4	1	1	0	6
Private/Parochial	451	371	209	9	1,040
Out of County	266	160	325	6	757
College/University	34	81	30	5	150
H C Education Dept	125	84	75	0	284
JJAEP	287	393	112	5	797
Juvenile Board Charter School	247	246	70	11	574
Not Available					6,494
Total	5,774	6,005	4,248	217	22,738

Court Activity, 2003

Disposition	
Certification	49
Certification Denied	3
CPS Involvement	74
Deferred Prosecution	2,714
Determinate Sentencing	21
Dismissed / Non-Suit	3,040
Early Termination of Probation	225
Mental Health	0
Not Found CHINS or Delinquent	7
Passed	425
Passed/Writ	357
Probation*	4,575
Probation/Restitution*	584
ISP (SOS)	4
TYC	446
Bound Over to TDC	17
Other	420
Total	12,961

*Includes changes of custody

Severity of Offense, 2003

Felonies	3,168
Misd. A/B	7,208
Misd. C/Less	4,756
CHINS	2,948
Total	18,080

Referring Agency, 2003

Agency	
Baytown Police Department	514
Constable's Office	1,397
Harris County Sheriff	2,838
Houston Police Department	5,977
Juvenile Probation Officer	3,170
Other	2,022
Pasadena Police	523
Schools	6,297

Total 22,738

**Most Serious Offense per Referral,
2001 - 2003**

Offense	2001	2002	2003
Homicide	13	16	11
Arson 42	57	26	
Assault			
Felony	296	298	247
Misd A/B	929	910	1,154
Misd C	1,364	1,643	2,017
Sexual Assault	101	124	128
Robbery	243	294	258
Burglary	946	1055	975
Theft			
Felony	74	77	77
Misd A/B	1,636	1,582	1,543
Misd C	98	107	171
Auto Theft	85	57	46
Unauthorized Use of a Motor Vehicle	382	397	336
Drugs - Felony	644	630	542
Misd A/B	1,428	1,427	1,633
Misd C	53	88	59
Inhalants	13	13	17
Alcohol MB	21	8	14
Alcohol MC	5	6	9
Other			
Felony	478	553	505
Misd A/B	1,997	2,070	2,864
Misd C	1	2	3
Disorderly Conduct	68	71	67
City Ordinance Violations	488	417	928
Violations of Probation	1,421	1,233	1,502
Runaways - CHINS *	3,260	2,207	2,437
Other CHINS *	235	244	412
TYC Runaways	114	107	99
Administrative Actions	5,438	5,119	4,658
Total	21,873	20,812	22,738

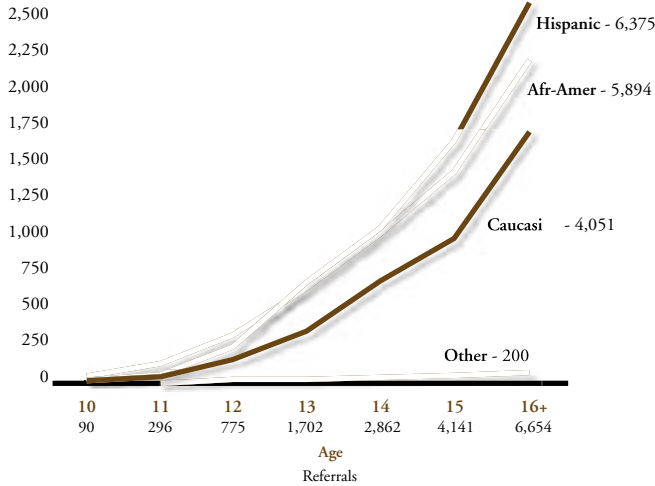
*Children in need of supervision (status offenses)

**Most Serious Offense per Admission to Detention,
2001 - 2003**

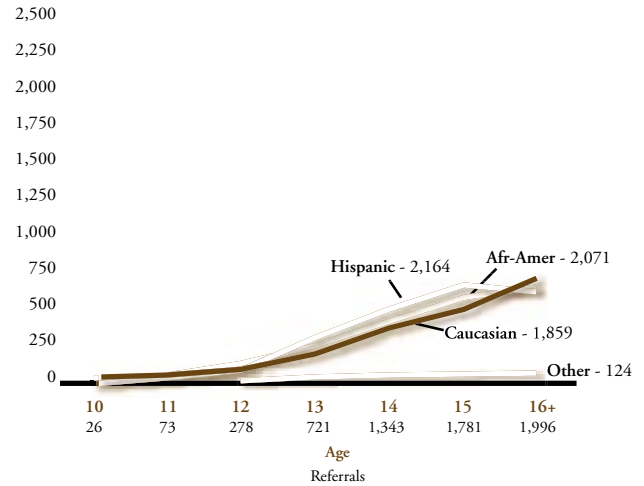
Offenses	2001	2002	2003
Murder	10	12	11
Arson	33	34	30
Assault			
Felony	319	263	231
Misd A/B	535	467	670
Misd C	38	35	47
Sexual Assault	96	136	137
Robbery	267	248	348
Burglary	545	561	622
Theft			
Felony	57	47	51
Misd A/B	583	474	458
Misd C	14	8	8
Auto Theft	68	46	32
Unauthorized Use of a Motor Vehicle	360	339	342
Drugs			
Felony	416	315	268
Misd A/B	516	481	547
Misd C	10	10	5
Inhalants	11	6	12
Alcohol Misd A/B	14	3	4
Alcohol Misd C	1	4	2
Other			
Felony	276	288	287
Misd A/B	995	826	1,022
Disorderly Conduct	51	60	77
City Ordinance Violations	50	38	57
Violation of Probation	901	899	1038
Runaway* (CHINS)	156	132	131
Other* (CHINS) Offenses	12	11	9
TYC Runaways	223	206	189
Administrative Actions	507	266	222
Total	7,064	6,215	6,857

*Children in need of supervision (status offenses)

Referrals by Age and Ethnicity - Males, 2003



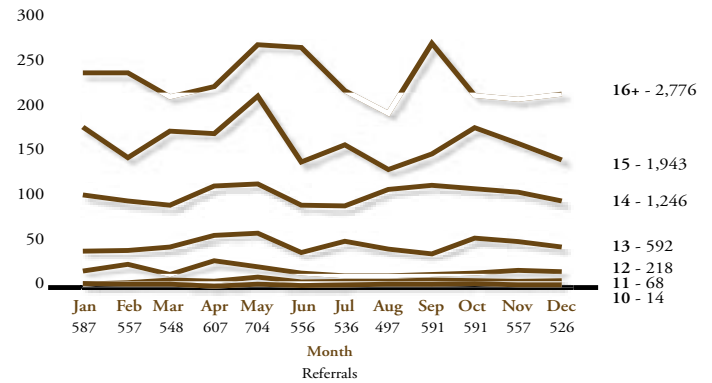
Referrals by Age and Ethnicity - Females, 2003



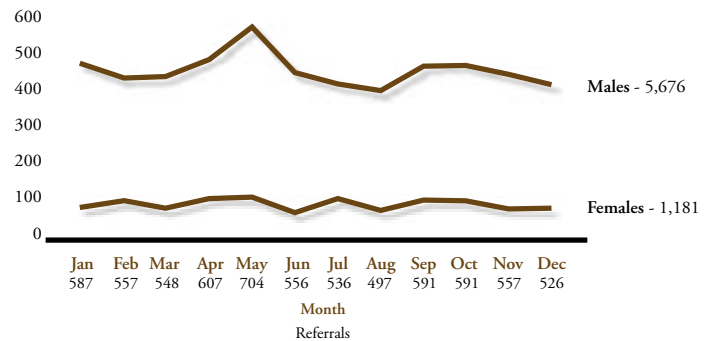
Residential Services for Youth, 2003

Facility	
A.W.A.R.E. Program, inc.	0
Bokenkamp	3
Campbell Griffen Center	5
Center for Success and Independence	16
CSC/Colorado County Boot Camp	30
Daystar Residential, Inc.	10
Depelchin Children's Center	0
Good Sheperd Residential	0
Gulf Coast Trades Center	23
House of Aces	4
Incentive Boys Ranch	0
Jaycee's Children's Center	23
Kerr County	45
Krause Center	33
McDuffie's Adolescent Center	1
Minola's Place	5
Positive Steps, Inc.	16
Roo Agency	9
Sandy Brook Res.Treatment	15
Shiloh Treatment Center	1
Tejas Home for Youth	19
TMG/Hays County Juvenile Center	17
Waymaker	0
Total	274

Admissions to Detention by Month and Age, 2003



Number of Referrals by Month and Gender, 2003



“Thank you again for saving Christopher!”

Mother of Christopher, former resident of the substance abuse unit at BBRC

Alief area consists of two teams of juvenile probation officers and law enforcement officers working together to prevent recidivism of offenders assigned by the courts. It is funded by the United States Attorney's Office through their Project Safe Neighborhoods program. Priority cases are those offenders 15 years of age who have committed a violent felony offense or one involving a weapon.

Intensive Supervision

The **Intensive Supervision Program (ISP)**, originally known as the SOS program, is intended to divert high-risk youth from the state institutions of TYC and redirect their lives through a program of close supervision and rehabilitation. Each ISP participant must have adequate supervision by parents or significant adults at home. After placement in the program by the courts, clients are contacted daily by a probation officer. This program is administered by juvenile probation officers and human service professionals who work cooperatively with trained volunteers, student interns and community and civic groups.

The **In-Home Services** program for girls allows some female probationers to remain at home with 24-hour supervision instead of going to a more costly residential facility. The **“Baby, Think It Over”** program places computerized infants with

probationers so they can experience the reality of motherhood and the hardships it can create without proper planning and support.

The **“Super Saturday”** events demonstrate the flexibility and creativity of the ISP program. Probationers and parents meet with tutors, counselors and other service providers for special sessions and workshops. In 2003, an average of 437 juveniles received services in the ISP program each month.

The **Enhanced Aftercare Intensive Supervision** unit provides intensive supervision for youth leaving all county institutions during the weeks following release from structured institutional life. This unit supervised an average of 673 juveniles each month in 2003. Clients participate in Saturday programs, drug testing, electronic monitoring, parent-education workshops and **Reality Orientation through Physical Experiences (ROPES)** courses. **Project 17** officers work to interest the older probationers in careers and prepare them for independent living. The **Youthful Offenders Demonstration Project** in collaboration with HoustonWorks also concentrates on educational and vocational training needed for permanent job placement.

CUPS 7 is the home of the Mental Health Services and Supervision Unit funded by the Texas Juvenile Probation

Commission (TJPC) and the Texas Correctional Office on Offenders with Medical or Mental Impairment (TCOOMMI).

The Special Needs Diversionary

Program is a unit of four teams, each consisting of a juvenile probation officer and a mental health professional working with special caseloads of youth with mental problems. In addition, a psychiatrist is assigned to the unit for crisis intervention and medication management.

Sex Offender Supervision is designed for youth adjudicated on sex offense charges that meet the state registration eligibility. These clients have completed the court-ordered **Sex Offender Treatment** program at the Burnett-Bayland Reception Center before being released for supervision in the community.

Community Service Restitution

The **Community Service Restitution Program** supervises work projects done by probationers and sometimes their parents at approved non-profit agencies or institutions. Work sites are arranged for youth from all divisions of the department including those from intake court services referred for lesser offenses. In 2003, 11,508 probationers and 291 parents worked 107,514 hours at an estimated value of \$591,327 to the community.



A Community Service Restitution Project

Monetary Restitution

In 2003, the courts ordered 804 juvenile offenders to pay \$418,668 to victims. The department collected \$121,019 in financial restitution with collection continuing from cases heard in the latter part of 2003.

Additional Probation Services Programs for 2003

Drug Free Youth Program

Certified alcohol and drug abuse counselors are stationed in all satellite offices by the Houston Council on Alcohol and Drugs to intervene with those who have substance abuse problems.

Educational Workshops

Workshops for youths and families on various topics.

Early Termination

A voluntary program that may shorten probationary periods.

MADD Victim Impact Panel

Workshops for probationers and families show the real consequences of drinking and driving presented by Mothers Against Drunk Driving.

Peer Pressure Workshops

Workshops presented by the Houston Police Department on positive and negative effects of peer pressure.

Prohibited Weapons Workshops

Houston Police Department workshops that teach the consequences of possession

of illegal weapons.

TDCJ Outreach

Youth visit the Institutional Division of the Texas Department of Criminal Justice Program in Sugar Land and Dayton to learn the realities of prison life. Inmates with Operation Kick-it visited probation units with their drug prevention program through August.

Therapeutic Counseling

Professional, licensed therapists provide counseling to probationers and their families.

Vision Care

University of Houston, School of Optometry screens and examines youth providing corrective lenses and vision treatment.

Wings

Educational specialists advocate for juveniles to keep them in school, to reinstate them if expelled or to arrange completion of GED requirements and career planning.

RESIDENTIAL FACILITIES AND RELATED SERVICES DIVISION

Post-adjudication facilities are the Burnett-Bayland Reception Center, the Burnett-Bayland Home, the Delta Boot Camp and the Harris County Youth Village.

The Division continues to use the DART system of structured supervision and programming from campus to campus.

DART stresses personal accountability through Discipline, Accountability, Redirection and Transition.

Burnett-Bayland Reception Center

The Burnett-Bayland Reception Center (BBRC) is a secure placement constructed on the Burnett-Bayland site. BBRC opened in 1998 with a state grant provided by the Texas Juvenile Probation Commission (TJPC) and is supplemented by Harris County funds. Each juvenile offender to be placed in a county residential facility is first sent to BBRC for careful evaluation. In 2003, assessments were completed for 1,007 youth who were then routed to other county campuses, private placements, TYC and, in some cases, returned to their homes on regular probation. In addition to the general population programming, BBRC offers specialized treatment components: the **Psychiatric Stabilization Unit**, the **Sexual Offender Program**, and the **Substance Abuse Treatment Program** which is made possible by a federal grant. A six-week **Cannabis-dependent Program** is now available to the general population of BBRC. The Children's Assessment Center (CAC) provides group counseling for those youth who indicate sexual victimization in their past. **Writers in the Schools** assist juveniles in writing projects. Volunteers from **Special Youth Services** and

“Joseph is getting ready to celebrate TWO YEARS on the 17th. Can you believe that! Also he is working for the U.S. Post Office as a mailman.”

Mother of Joseph, former resident of the substance abuse unit at BBRC

Note: This mother writes every year. The “two years” means drug-free for two years.

Crossroads bring guest speakers, tutors, religious services, art services and other programs to BBRC. The Juvenile Justice Charter School provides educational classes at BBRC.

Burnett-Bayland Home

Delinquent youth who do not require secure confinement are placed at the Burnett-Bayland Home (BBH). In 2003, 355 young men lived in cottages on the 40-acre park campus. Residents attend on-campus classes taught by the Juvenile Justice Charter School. Those attending GED classes or extra-curricular activities may go off campus. Family visitation is encouraged and parents participate in **regular counseling sessions. Programs such as drug and alcohol counseling, therapy, parenting class and peer mediation play a significant role in the rehabilitation of the residents.** Privately funded activities such as the **disc golf course, art, a photography and printing program** bring yet another learning dimension to the residents. Three basketball teams coached by dedicated volunteers and staff allow residents to compete with private schools in the community. Produce is donated to the Houston food pantry through the **Community Garden and Horticultural Programs.** Members of the **Rotary Club of Houston** continue their generous support. Residents

also participate in a summer **Boy Scout program** and the **Texas Department of Criminal Justice Outreach program.**

The **Dare to Dream** motivational program founded by former astronaut Dr. Bernard A. Harris, Jr. was presented at BBH.

Harris County Youth Village

The Youth Village lakefront campus located in the Clear Lake area provides **educational, medical and therapeutic** services as well as **drug education** and **drug therapy** for older males who are 15 to 16 years of age. In 2003, 386 youth stayed at the Youth Village. The Youth Village's **behavioral program** targets personal responsibility, appropriate expression of anger, positive decision-making and leadership, and ultimately, self-management of one's own behavior. Student-led community governments meet weekly. The Juvenile Justice Charter School offers a full academic and varied vocational curriculum, including concentration on **General Equivalency Degree (GED)** preparation. In 2003, 34 Youth Village students passed the GED. The **YouthBuild Program** trains probationers and places them at a federal housing construction site for six months after leaving the Youth Village. The **Vocational Career Modules** include plumbing and electrical apprenticeships, floor and wall

ceramic tiling and automotive service training. Students learn a wide variety of skills such as operating forklifts, job hunting, household management and personal budgeting. Community volunteers support the Youth Village programs and the residents' successful reintegration back into the community. They volunteer as mentors, librarians, financial advisors, tutors and yoga instructors.

Delta Boot Camp

The Delta Boot Camp provides a **residential correctional program** for adjudicated males, ages 14 to 16, who need a **discipline-oriented program.** The boot camp facility in west Harris County opened in 1999, and accommodates 144 young men. During the year 2003, 508 young men participated in the program. The trainees take part in a structured basic training program made up of four phases which are **Discipline, Accountability, Redirection and Transition (DART).** The goal of the Delta Boot Camp is to provide a successful reintegration into the community and family. **Educational classes** are provided by teachers from the Juvenile Justice Charter School as well as **counseling, anger management, and mental health services** by MHMRA of Harris County. Following their stay at the boot camp, the trainees return home and attend school with in-



YouthBuild graduates receive diplomas from (left to right) Judge JoAnn Delgado, Harvey Hetzel, Houston Councilman Adrian Garcia and Juvenile Probation Officer James Harris

tensive supervision by juvenile probation officers (JPOs) from CUPS 7, a special Probation Services aftercare unit. They also participate in **community service projects, drug testing and counseling sessions**.

Residential-Community Services

When a juvenile must be removed from the home, the Residential-Community Services staffing committee considers all available alternatives. Information is supplied by the JPO as well as a psychological and psychiatric evaluation by the MHMRA forensic team. Recommended placement options are included in the court report for the judge's consideration. Another special unit reviews all cases for possible federal reimbursement from Title IV-E funds. In 2003, the department was eligible for a total of \$605,061 for IV-E reimbursement from the federal government.

The Harris County Advocate Program (H-CAP) offers a community-based alternative to placement. The program serves adjudicated offenders whose behavior and social circumstances put them at risk of placement in residential treatment facilities. It offers a range of individualized non-traditional wrap-around and advocacy services for the youth and the

entire family. Referrals are taken from probation services and institutions, saving placement dollars and leaving youth in their own homes.

EDUCATION SERVICES DIVISION

Formerly the Harris County Community and Juvenile Justice Education Department, this new division provides educational programs for expelled students, as well as all delinquent youth placed in a county-operated juvenile institution.

Juvenile Justice Charter School

Beginning in 1998, all juveniles placed by the courts in detention and residential facilities are provided educational services under one comprehensive academic program, the **Harris County Juvenile Justice Charter School (JJCS)**. The JJCS focuses on student progression in the core academic curriculum, vocational education and social/life skills. Thirty-four students either received their GEDs or graduated during 2003. Funded by the Texas Education Agency and state and federal grants, the JJCS provides a year-round school with after school tutorials so that students can continue to progress in their educational skills.

Juvenile Justice Alternative Education Program

Students attending the **Juvenile Justice Alternative Education Program**

(JJAEP) have been expelled from one of 22 local school districts for serious criminal activity or serious misconduct while at school. The program also provides academic transition services to many juveniles returning from county juvenile institutions. The JJAEP focuses on accelerated academic growth and behavior skills that will help students be successful when they return to their home schools. Juvenile probation officers are located at the school to assist with the students' probation related requirements and to provide **mentoring, counseling and prevention-related services**. **Other ancillary services include mental health services, substance abuse intervention, social services, health-related services, after school programs and summer school**. The JJAEP is funded by TJPC, local school districts, and state and federal grants. During the 2003-2004 school year, over 1,000 students were enrolled in the JJAEP with an average attendance rate of over 82%. The average length of enrollment was 70 school days.

COMMUNITY DEVELOPMENT DIVISION

Many organizations and institutions in the community depend on representation from the Juvenile Probation Department for their boards, meetings, special events and policy-making decisions. These com-

“A special thanks to you, I want to thank you for noticing something in me I didn’t know existed, potential. Now I know that I can achieve anything!...You know that feeling you would get if you were to save somebody’s live. Well you should, because that’s exactly what you did for me.”

Zachary, former probationer, CUPS 8

munity partners provide vital services for juveniles and families who need everything from parenting advice to drug and alcohol abuse counseling, guidance on mental health issues, assistance for domestic violence problems and a wide range of other needs. The role of the Community Development Division is to insure that all supporting service organizations as well as the community understand how the department operates and who the personnel are at all of its locations. In addition, any changes in state or federal law regarding juvenile probation must be explained to the public at every opportunity. The Community Development Division staff works to meet the needs of parents, children, other agencies and taxpayers.

This staff is responsible for providing information to the news media, other agencies, public officials, academic institutions and interested citizens to increase public understanding of juvenile corrections and build community support for the agency's mission. Information is also provided to victims of juvenile offenders.

The Community Development Division also works to acquire grants from federal and state government, foundations and private organizations. During the year 2003, more than two million dol-

lars in grant funds was received to create innovative rehabilitative programs as well as continuing established programs and services. The department received funding to continue the services offered through the **Safe Schools/Healthy Students Partnership**. In addition, funds were acquired to improve the social and intensive supervision services to female offenders assigned to the **Mariposa Project** and the **In-Home Services for Girls** programs, services were expanded to include additional counseling, educational workshops and a communication skills development program. Another program funded through alternative funding was **Project Spotlight**, which provides intensive supervision services to youth in the Alief area. Programs maintained through grants included the **Private Residential Placement Program, the Mental Health Services Supervision Unit and Residential Substance Abuse Treatment**.

Administrative Services

The Administrative Services Division included liaison to Harris County Commissioners Court and other agencies, monitoring legislation and coordination of legal issues facing the department. A major focus was the planning and design of the new Juvenile Justice Center in downtown Houston.

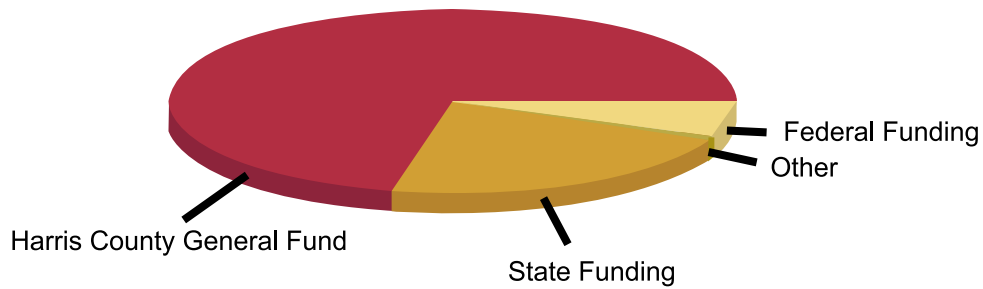
BUDGET AND INFORMATION TECHNOLOGY DIVISION

The Budget and Information Technology Division is comprised of three distinct areas of operation: budget and fiscal management, technology development and information systems, and supportive services. The Budget Unit's functions relate to the management of the agency's financial resources such as grants, purchasing, budget and fiscal report preparations. On a day-to-day basis, it regulates the department's expenditures and receipts. The Technology and Systems Development (TSD) Unit concerns itself with the development and effective use of technology resources within the provisions of the department's operations. The Supportive Services Unit maintains office supplies, provides mail courier service and operates a print shop in conjunction with a variety of other services as needed.

In 2003, the department's expenditures were \$53,410,345.

Technology and Systems Development

In partnership with the Justice Information Management System (JIMS) and the Harris County Information Technology Center, the Technology and Systems Development (TSD) Unit maintains the system that tracks juveniles, their



2003 Expenditures

County	
Harris County General Fund	\$ 39,174,217
State	
TJPC - State Aid	5,126,295
TJPC - Community Corrections	3,489,171
TJPC - Delta Boot Camp	985,221
TJPC - Operations for Juvenile Facilities	957,808
TJPC - TCOOMMI Grant	248,850
TJPC - Challenge Grant	35,843
TJPC - Family Preservation (In-Home Program)	71,474
Federal	
Juvenile Accountability Incentive Block Grant	1,183,258
Title IV-E Reimbursement	1,147,254
Residential Substance Abuse Grant	492,134
Project Spotlight	260,537
Safe Schools Grant	151,677
Youth Offender Demonstration Grant	51,377
Project Safe Neighborhood Grant	32,757
Other	2,472
Burnett-Bayland Home Operational	2,252
Memorial Trust Fund	220
Total 2003 Expenditures	\$ 53,410,345

Figures are actual expenditures for the period of January 1, 2003 through December 31, 2003.



Donald Wiatt, school principal, addresses YouthBuild graduates

offenses, pre-adjudication activities, case docketing, dispositions and post-adjudication services and activities. TSD's services include wide area network (WAN) operations and administration, computer hardware/software maintenance and development, and the use of information technology resources for research, planning and management. TSD is responsible for maintaining the department's computer network which is made up of the administration building and 16 remote sites. Network users have access to JIMS' facilities, Microsoft PC applications, the Internet and E-fax, as well as specialized applications developed by TSD programmers. Users also have access to Juvenile Court, tracking and service information. Technicians provide maintenance and upgrades of personal computers, printers and related peripheral hardware. The Unit's Information Systems work areas include application development and maintenance, research, planning and user training. It also handles data requests from federal, state and local agencies including universities, funding sources and the media. TSD is a participant in the development of Harris County's next generation computer network system, JIMS2.

HUMAN RESOURCES DIVISION

Personnel

The Personnel Unit provides staffing for the department and ensures that county personnel regulations are followed throughout the agency. This Unit posts available positions, processes employment applications, interviews applicants and supervises screening and hiring. The Unit monitors and processes salary changes and interacts with various departmental entities to maintain accurate salary and position control information. In addition, this Unit assists staff in securing employee benefits, monitors grievance proceedings and mediates minor disputes. The annual Performance Appraisal is administered electronically throughout the department resulting in a detailed method for managers to measure employee work performance throughout the year. Employment records are maintained by this Unit for all department staff which numbered 964 at the close of 2003.

Payroll

The Payroll Unit assists all staff in securing employee benefits for all employees of this department. This includes signing up new employees, medical and retirement benefits/changes, monitoring and processing of salary changes and monitoring of all other employee benefits.

The Unit also interacts with the county budget office, payroll offices and other county departments to maintain accurate payroll information.

Training and Staff Development Unit

The Training and Staff Development Unit develops in-service training to enhance employee skills and meet the state training standards. Juvenile probation officers are required to attend 40 hours of accredited instruction per year to maintain state certification, with 16 hours required for support staff. The Training Unit also arranges special training for institutional officers, secretaries, computer personnel, kitchen staff and administrators. Five years ago, an in-house academy for new employees was developed utilizing as juvenile probation officers as instructors. These officers completed specific training to become certified Resource Training Officers. This concept continues and in 2003, over 1,000 staff attended several hundred workshops on topics such as juvenile crime prevention, legal liabilities, professional ethics, verbal intervention techniques, the role of the probation officer, case planning/management, officer safety and interagency collaboration. This Unit also coordinates the Public Speakers' Bureau for community outreach as

“Thank you very much for the help, support, and values that I learned through you and the YouthBuild program. I wouldn’t be here if it wasn’t for you. Once again, thank you!”

Daniel, member of YouthBuild III, now serving in the U.S. Army

well as updating identification credentials for employees and performing criminal record background checks.

Accreditation Procedures

The Accreditation Unit coordinates the development of policies and procedures in order to meet both national and state standards. The American Correctional Association audits the Juvenile Detention Center every three years. TJPC audits the Juvenile Probation Department annually as well as the Juvenile Detention Center, Burnett-Bayland Reception Center and the Delta Boot Camp. TJPC audits juvenile case files, employee training records, documentation files and other information. The Accreditation Manager conducts random audits throughout the department to ensure compliance.

Crossroads: Community Partnership for Youth, Inc.

Crossroads, a non-profit United Way agency, carefully recruits, screens and trains volunteers and interns for the

department. Crossroads integrates the community with the agency, a partnership that allows the department to meet goals of providing quality services to redirect the lives of youth. In 2003, 419 volunteers and interns donated 50,342 hours in recreational, educational, mentoring, religious and community service programs for youth on probation or in institutions. With volunteer work valued at \$16.54 per hour, the department has received \$832,657 in assistance from community volunteers and interns. Included in the grand total are volunteers working in specific areas of the department. Fifteen volunteers from Junior League of Houston, Inc. donated 746 hours counseling children and families, continuing a long-lasting partnership of 37 years with the department. Sixty-eight dedicated volunteers with Special Youth Services donated 10,625 hours and 86 volunteers with Youth Exchange worked 3,823 hours. Often requested by the courts, 262 Crossroads volunteers served 27,811 hours as mentors and role models for youth. Also included in the grand total is the work of 49 interns from area colleges and

universities who worked 8,675 hours in the department’s student intern program. They served throughout the agency in a variety of positions, receiving training and experience in juvenile corrections. Judge Kent Ellis of the 315th District Court serves as a member of the Crossroads Board of Directors.

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